

# *Business History Review*

A U T U M N 1 9 9 6



Front Cover: Pacific Electric Railway Company  
Baseball Team, c. 1913

---

*The sponsorship of athletic teams was an excellent way to publicize the company name. Employees were also encouraged to promote and represent their company's interests in many areas—from politics to everyday interactions. (Photograph reproduced courtesy of Huntington Library, San Marino, California.)*

*For an article examining the demands of salaried employment in Los Angeles, 1900-1930, see pp. 328-362.*

Back Cover: "Taking the Bull by the Horns."

---

*Theodore Roosevelt's 1902 suit against the Northern Securities railroad merger resulted in a controversial 5-4 Supreme Court ruling that overturned the 1895 E. C. Knight Sugar Trust decision and subjected merger to the Sherman Act. (This illustration originally appeared in the Minneapolis Journal, and is reproduced from Albert Shaw, A Cartoon History of Roosevelt's Career (New York, 1910).*

*For an article examining antitrust and business activity from the late 19th and early 20th centuries, see pp 363-401.*

# *Business History Review*

---

Published Quarterly by the Harvard Business School  
Volume 70 Number 3 Autumn 1996

EDITOR • Thomas K. McCraw, *Harvard University*  
ASSISTANT EDITOR • Sven Beckert, *Harvard University*  
EDITORIAL COORDINATOR • Pamela Sawyer  
BUSINESS COORDINATOR • Denise Rubino

## EDITORIAL ADVISORY BOARD

Mansel Blackford, *Ohio State University*  
Louis P. Cain, *Loyola University of Chicago*  
Alfred D. Chandler, Jr., *Harvard University*  
Patricia Denault, *Harvard University*  
Rainer Fremdling, *University of Groningen*  
Tony Freyer, *University of Alabama*  
Patrick Fridenson, *École des Hautes Études*  
Mark Fruin, *University of British Columbia*  
Thomas P. Hughes, *University of Pennsylvania*  
Nancy F. Koehn, *Harvard University*  
William Lazonick, *University of Massachusetts, Lowell*  
John J. McCusker, *Trinity University*  
John P. McKay, *University of Illinois, Urbana-Champaign*  
Roland Marchand, *University of California, Davis*  
David A. Moss, *Harvard University*  
H. V. Nelles, *York University*  
Daniel Nelson, *University of Akron*  
Richard S. Rosenbloom, *Harvard University*  
Philip Scranton, *Rutgers University, Camden*  
Richard S. Tedlow, *Harvard University*  
Richard H. K. Vietor, *Harvard University*  
Mira Wilkins, *Florida International University*  
Takeshi Yuzawa, *Gakushuin University*

The *Business History Review* is published in the spring, summer, autumn, and winter by the Harvard Business School Publishing Corporation and is printed at Harvard Printing & Publications Services.

- Manuscripts, books for review, and all editorial correspondence should be sent to

*Business History Review* Editorial Office  
Harvard Business School  
60 Harvard Way  
Boston, MA 02163  
Telephone: 617-495-6154  
Fax: 617-496-5985

- Queries regarding advertising and subscriptions, as well as all changes of address, should be sent to the business coordinator, Kristen B. Donahue, at the same address.
- E-mail correspondence and inquiries can be sent to [bhrcorr@hbsp.harvard.edu](mailto:bhrcorr@hbsp.harvard.edu)
- Correspondence regarding rights and permissions should be addressed to

Audrey Barrett  
Permissions Editor  
HBSPC  
Harvard Business School  
Boston, MA 02163

• *Annual Subscription Rates*

Individuals	\$35.00
Institutions	\$75.00
Students (U.S. & Canada, with valid ID)	\$20.00
All subscriptions outside the U.S. and Canada	\$75.00

- Many issues of volumes 60-69 (1986-95) are available from our office for \$15.00 per issue or \$60.00 per volume. Please write for details.

• *Business History Review* articles are listed in *Business Methods Index*, *Book Review Index*, the *Journal of Economic Literature*, *Historical Abstracts*, *America—History and Life*, and ABI/INFORM.

- Notice of failure to receive issues must reach the office no later than six months after the date of mailing. Postmaster: Send address changes to *Business History Review*, Harvard Business School, Boston, MA 02163.
- The paper used in this journal meets the minimum requirements of the American National Standard for Permanence of Paper for Printed Library Materials, Z.39.48 and is 50% recycled, 10% post-consumer.

# CONTENTS

## ARTICLES

- Karen Miller* “Air Power is Peace Power” The Aircraft Industry’s Campaign for Public and Political Support, 1943–1949 • 297
- Clark Davis* “You are the Company:” The Demands of Employment in the Emerging Corporate Culture, Los Angeles, 1900–1930 • 328
- George Bittlingmayer* Antitrust and Business Activity: The First Quarter Century • 363

## EDITOR’S CORNER • 402

## BOOK REVIEWS • 405

- Susan Ariel Aaronson*, *Trade and the American Dream: A Social History of Postwar Trade Policy*. *Reviewed by* Wyatt Wells • 418
- Tetsuo Abo*, ed., *Hybrid Factory: Japanese Production Systems in the United States*. *Reviewed by* Susan Helper • 420
- Derek H. Aldcroft* and *Simon P. Ville*, eds. *The European Economy 1750–1914: A Thematic Approach*. *Reviewed by* Lynne Kiesling • 429
- Scott Bowman*, *The Modern Corporation and American Political Thought*. *Reviewed by* Sheldon L. Leader • 408
- Robert Cardella*, *Harvesting Mountains: Fujian and the China Free Trade, 1757–1937*. *Reviewed by* Karl G. Gerth • 431
- Pauline Graham*, ed., *Mary Parker Follett—Prophet of Management: A Celebration of Writings from the 1920s*. *Reviewed by* Jonathan S. Russ • 405
- Esko Heikkonen*, *Reaping the Bounty: McCormick Harvesting Machine Company Turns Abroad, 1878–1902*. *Reviewed by* Fred V. Carstensen • 412
- Edgar Jones*, *True and Fair: A History of Price Waterhouse*. *Reviewed by* Kathleen McDermott • 428
- Keele University Press*, *Historical Studies in Industrial Relations*, No. 1. *Reviewed by* Daniel Nelson • 406

V. *Markham Lester*, *Victorian Insolvency: Bankruptcy, Imprisonment for Debt, and Company Winding-Up in Nineteenth-Century England*.  
*Reviewed by Edward J. Balleisen* • 426

*Robert W. McChesney*, *Telecommunications, Mass Media, & Democracy: The Battle for Control of U.S. Broadcasting, 1928-1935*.  
*Reviewed by William R. Childs* • 416

*Thomas J. Misa*, *A Nation of Steel: The Making of Modern America, 1865-1925*. *Reviewed by John Kenly Smith, Jr.* • 410

*Graham D. Taylor* and *Peter A. Baskerville*, *A Concise History of Business in Canada*. *Reviewed by Christopher Armstrong* • 422

*Deborah Valenze*, *The First Industrial Woman*. *Reviewed by Jane Humphries* • 424

*Robert Weems, Jr.*, *Black Business in the Black Metropolis: The Chicago Metropolitan Assurance Company, 1925-1985*. *Reviewed by Mark Higbee* • 414

## CONTRIBUTORS

*George Bittlingmayer* is professor of management at the Graduate School of Management, University of California, Davis, where he does research and teaching in finance and economics. He received his Ph.D. in economics from the University of Chicago and has held positions at the University of Michigan and the Science Center Berlin. He has also served in visiting positions at the U.S. Federal Trade Commission, Washington University (St. Louis), and the University of Chicago's Graduate School of Business. A good deal of his work has focused on the influence of law on business. His current work examines the effects of antitrust and takeover policy in the U.S. and the economic effects of political uncertainty in Weimar Germany.

*Clark Davis* is assistant professor of history at La Sierra University in Riverside, California. He received his Ph.D. in history from the University of Southern California in 1994, and is presently working on a manuscript entitled, *Living on the Ladder: White-Collar Work and Middle-Class Culture in Los Angeles, 1890-1930*. Davis is also presently co-director of the Los Angeles History Research Group at the Henry E. Huntington Library in San Marino, California.

*Karen Miller* is assistant professor of public relations in the Henry W. Grady College of Journalism and Mass Communication at the University of Georgia. She received her Ph.D. in mass communication from the University of Wisconsin-Madison in 1993. Her dissertation, "Amplifying the Voice of Business: Hill and Knowlton's Influence on Political, Public, and Media Discourse in Postwar America," won the Nafziger-White Dissertation Award from the Association for Education in Journalism and Mass Communication in 1995. A revised version of her dissertation will be published by the University of North Carolina Press.